



**Eugene
Fire & Emergency Medical
Services Department**



**Springfield
Fire & Life Safety
Department**



**WORK PLAN
PERFORMANCE REPORT
September 1, 2011 – December 31, 2011**

WORK PLAN PERFORMANCE REPORTS

Work plan performance reports contain detailed performance reporting information of progress towards achieving the strategic goals and objectives outlined in the combined strategic plan and companion document work plan for the Eugene Fire & EMS and Springfield Fire & Life Safety Departments (Metro departments) for the four-year performance period of July 2011 through June 2015. Work plan performance reports are completed and posted to both departments' websites every four months in February, June and October.

This document includes work plan performance reports for the reporting period of September 1, 2011 through December 31, 2011.

Our websites can be found at: www.eugene-or.gov, under *Departments, Fire and Emergency Medical Services*; and www.ci.springfield.or.us, under *Government, Fire and Life Safety*. We invite you to visit our websites to learn more about our two departments.

GOAL A

Expand Community Outreach Efforts

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Preserve Hometown Feel, Livability and Environmental Quality
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- **Objective A-1: Expand current public education, public information and public relations efforts to help the community better understand all aspects of Eugene Fire & EMS, Springfield Fire & Life Safety and the Central Lane Ambulance Transport System (ATS), including services and costs.**
 - Completed production of an overview video of the Eugene Fire & EMS and Springfield Fire & Life Safety Departments. The video will be used at future presentations, community events, and posted on both department websites to help the community better understand all aspects of the Metro departments. Funding for this project was provided by Telecomm grant funds.
 - Featured a segment on A Day in the Life of a Firefighter on the *Working City* television program.
 - The local media covered numerous stories during this reporting period including a ceremony for the commemoration of 9 11, radio system updates, railroad train derailment and hazardous materials drills, an Ordinance for fire and emergency medical services response fees, an introduction of Casey the new Official Fire Safety Dog, as well as a variety of emergency responses.
 - Continued the process to select a new Records Management System (RMS) program to enhance or replace the current in-house scheduling program.
 - Continued regular participation on Eugene's Public Information Team, and on related subcommittees.
 - Provided a few articles for the weekly Eugene City Council newsletter.
 - Continued to ensure that all community member-initiated contacts are processed effectively in a timely manner.
 - Continued to work towards communicating more consistent messages for all public education, public information and public relations efforts.
 - Continued to participate in the citywide team to develop and implement the replacement of the City of Eugene's website.
 - Continued work to maintain department-level websites. The City of Eugene is approximately six months away from rolling out a new website, which somewhat limits the ability to update the website at the department level.
 - Continued to develop and maintain collaborative working relationships with the local media.
- **Objective A-2: Maintain a good working relationship with Looking Glass Youth & Family Services to continue participation in the Project Safe Place Program.**
 - The Project Safe Place Program continues without any issues.

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- **Objective A-3: Attend and participate in annual community events (e.g., NAACP Freedom Fund Dinner, Oregon Asian Celebration, Fiesta Latina, National Night Out, Springfield Christmas Parade, Neighborhood Summit, Fire Prevention Week Activities, Safety Town, etc.).**
 - Attended and participated in the following community events: Safety Town, Fiesta Latina, Hispanic Heritage, Pearl Street Block Party, Eugene's Neighborhood Summit, Fire Prevention Week, and the Springfield Christmas Parade.
- **Objective A-4: Involve operations personnel in fire prevention-related outreach efforts (e.g., smoke alarm inspections in mobile home parks, New Year's Eve and Halloween sweeps, Fire Prevention Week Events, etc.).**
 - For Fire Prevention Week, crews visited 72 second grade classrooms across 30 different schools, reaching approximately 1,864 students in Eugene, using an age-appropriate lesson plan was developed focusing on EDITH principles. Also, crews visited 16 kindergarten classes, reaching approximately 686 students in Springfield, delivering general fire safety messages that focused on stop, drop and roll, as well as displaying fire equipment and apparatus.
 - Working with Community Relations Division staff, the combined Fire Marshal's Office began to discuss how to more effectively provide public education and public information, and streamline processes to more efficiently utilize Shift Operations for public education.
 - Cody, the Official Fire Safety Dalmatian presented Fire Safety Quotes on KUGN (live radio) during the reporting period. He also attended the Oregon Fallen Firefighters Ceremony in Salem, and the National Fallen Firefighters Memorial Weekend in Maryland. He participated in Jerry's Safety Saturday, made presentations to children at Newberry Childcare Center, Chavez Elementary and Pearl Buck Center, and assisted in a station tour for preschoolers.
 - Casey, the Official Fire Safety Dog participated in a meet-and-greet open house, and a photo shoot with Sheldon's Dance Team.
 - Applied for a hazard mitigation grant through FEMA in collaboration with Eugene Emergency Management and Public Works Open Spaces staff. The grant request is for \$1.2 million, with an objective of reducing and eliminating ladder fuels in the ridgeline trail area, providing vegetation reduction in areas that require protection from wildfire (e.g., communications antennae's and power lines), and to provide property owners education on the best practices of fuel reduction on private property in a wildland interface area.
- **Objective A-5: Provide station tours, crew visits, ride-alongs and neighborhood presentations.**
 - The Department Applications Team (DAT) Project Proposal made in January of 2011 to improve, standardize and streamline the process for coordinating and recording station tours, crew visits, and other pub ed-type events is currently on hold until the City of

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Eugene's new website is launched, and the new RMS has been purchased and integrated with existing systems.

- Fire crews and Fire Marshal's Office staff made presentations to 34 community groups during the reporting period, providing fire safety information to an estimated 10,039 individuals, mostly young students. It is important to note that presentation numbers are higher for this reporting period, which includes Fire Prevention Week outreach to schools.
- Fire crews also hosted 25 station tours during the reporting period for a total of 403 visitors.
- Fire crews provided ride-alongs to 41 individuals, four Paramedic Interns (by contract), and 12 internal/new employees.

GOAL B

Develop and Maintain a Competent and Capable Workforce That Represents the Communities We Serve

Springfield Council Goals:	<ul style="list-style-type: none"> Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> Effective, Accountable, Municipal Government

- **Objective B-1: Continue to promote cultural awareness and competency of the current workforce.**
 - Continued to embed human rights, cultural awareness and competency components into the promotional process curriculum for Shift Operations personnel.
 - Continued to attend and participate in Springfield Inclusion & Diversity Task Team meetings.
 - Continued to attend and participate in Eugene Equity and Human Rights Board; Leadership / Capacity / Measurement & Accountability Resource Group meetings.
- **Objective B-2: Engage underrepresented populations in the fire and emergency medical services industry.**
 - Implemented a consistent format to track and follow-up with potential job candidates that contact us with employment interest.
 - Continued outreach to underrepresented populations by working collaboratively to participate in career fairs with local colleges, high schools and middle schools.
 - Continued compliance with OAR 125-055-0005 in Springfield as a Qualified Rehabilitation Facility (QRF) to provide work experience to retrain and enter seniors into the workforce, and prioritize people with disabilities in hiring processes.
 - Continued to encourage qualified personnel to participate in the Chief and Company Officer Development Programs, as well as the Engineer Development Program.
- **Objective B-3: Enhance accessibility for non-English-speaking members of the community.**
 - Increased personnel participation in the use of the Rosetta Stone Spanish Language Tutorial.
- **Objective B-4: Maintain high school and college career days in conjunction with school career fairs, while pursuing funding to support a cadet program.**
 - Continued to run a teen career day outreach program twice a year, which provides high school students with a day of exposure to the fire and emergency medical services field and a concurrent job fair.
 - Continued to pursue funding to support a cadet program.
 - Began discussions with Santa Clara Rural Fire Protection District on coordinating a cadet program.
 - Continued to participate in Springfield middle and high school career fairs.

GOAL C

Refine the Ambulance Transport System (ATS)

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services Enhance Public Safety Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> Fair, Stable and Adequate Financial Resources

- **Objective C-1: Look for ways to better align skilled resources with call type and assess alternate service delivery models for low-skill calls that tie up emergency resources.**
 - Continued partnership with Rural Metro Ambulance to provide non-emergency, non-immediate inter-facility transport services.
 - Continued partnership with Life Flight Network to provide emergency air medical services as part of the efforts in working towards the longer term vision of developing a regional fire, rescue and emergency medical services delivery system.
 - Continued work with the physician for Central Lane 9-1-1 to identify Alpha acuity levels 1, 2 and 3.
 - Standard Operating Procedures (SOPs) and Protocols regarding this service area have been updated.
 - Signed an agreement for a 180-day trial with Lane Rural Fire/Rescue and Lane County FD #1 on assuming Zone 3 within Ambulance Service Area (ASA) #4, mostly to the west of Eugene, to provide more of a rural metro split. A re-evaluation will follow the 180-day trial period.
 - Reconvened the Ambulance Transport System (ATS) Joint Elected Officials (JEO) Task Force to address ambulance transport system funding issues at a policymaker level.
 - Adopted an ordinance to impose fire and emergency medical services response fees when fire or emergency medical services personnel respond to incidents involving out-of-area persons who are not members of the FireMed Ambulance Membership Program or a reciprocating FireMed program.
 - Continued work with hospitals on transport issues, including continued discussions with key hospital staff, Medical Directors and other area partner agencies on the appropriate use of Life Flight.
 - Began to explore the possibility of Life Flight adding critical care ground transportation as a part of their service.
- **Objective C-2: Unify Eugene Fire & EMS and Springfield Fire & Life Safety's ambulance protocols and policies.**
 - Aligned workflow and electronic Patient Care Reporting (ePCR) programs.
 - Continued to work with the Lane County Medical Control Board to maintain ambulance protocols and policies.
 - Continued to facilitate meetings of the Medical Directors with an emphasis on protocols.
 - Continued work to align existing field equipment and look at other equipment.
 - Convened the Joint EMS Committee five times during the reporting period.
- **Objective C-3: Collaborate with adjacent Ambulance Service Areas (ASAs) on ordering emergency medical equipment and supplies.**
 - Continued work between the Metro departments' Logistics Section staff to work on developing common specifications for emergency medical equipment and supplies between the two departments, and to pool resources and order as a single unit.

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- Purchased emergency medical supplies and equipment as an Oregon State Ambulance Association (OSAA) member, taking advantage of their nationwide contract.
- Convened the Joint EMS Committee five times during the reporting period. The Joint EMS Committee acts as a liaison between line personnel and management to identify areas of concern regarding EMS issues, and will help the Metro departments maintain Bloodborne Pathogens Act compliance by getting input from line personnel on safety and other equipment.
- Developed a plan to maintain a shared supply order, distribution and delivery system. It is anticipated that the plan will be actualized within the upcoming reporting period.

GOAL D

Maintain Existing High Departmental Standards and Measures

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
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- **Objective D-1: Produce quarterly and annual reports to show measures of performance-based service objectives, and post reports on both departments' websites.**
 - Completed and published the fiscal year 2011 Metro Annual Report.
 - During the reporting period, a Net Enterprise contribution of \$345,477 was made to the Springfield Ambulance Fund.
 - During the reporting period, 83.2 percent of emergency ambulances responded within eight minutes.
 - During the reporting period, 50 percent of fires were responded to within five minutes.
 - During the reporting period, travel time for first arriving units in Risk Area A for all emergency incidents was 00:04:56 for Eugene and 00:03:59 for Springfield.
 - During the reporting period, travel time for all units needed for effective initial response to arrive on scene for structure fires was 00:05:35 (80th percentile) for Eugene and 00:06:10 (80th percentile) for Springfield.
 - During the reporting period, response times for ambulance transports were 00:11:45 (85th percentile) for Eugene and 00:08:29 (85th percentile) for Springfield.
 - During the reporting period, response times for Eugene Airport were 00:05:17 (80th percentile).
 - Compiled data for the Statistics Report (including ASA statistics in compliance with Lane County code Chapter 18), and issued report.
 - During the reporting period, Eugene Fire & EMS responded to a total of 7,091 calls for service, and Springfield Fire & Life Safety responded to a total of 3,625 calls for service.
 - Continued ongoing review of contracts and administrative orders.
 - Submitted items to be included in the State of the City for both Springfield and Eugene.
 - Continued process to update the fiscal year 2011 Standards of Response Coverage document for the Metro departments. Once the document is finalized, will continue to monitor service measures contained within.
 - Continued to perform ongoing review of SOPs.
 - During the reporting period, there were no civilian fire deaths.
 - Continued to maintain Exempt Status through the Oregon State Fire Marshal's Office.
 - Continued to maintain current Sustainability and Environmental Management Practices, and post on both departments' websites.
- **Objective D-2: Evaluate response coverage and adjust to maintain adequate response reliability, while considering future growth and expansion.**
 - In collaboration with Public Works staff, continued street design standards work on the Glenwood Refinement Plan.
 - The 180-day trial agreement with Lane Rural Fire/Rescue and Lane County FD #1 to assume Zone 3 within Ambulance Service Area (ASA) #4, mostly to the west of Eugene, to provide more of a rural metro split, should help maintain response reliability.
 - Continued process to update the fiscal year 2011 Standards of Response Coverage document for the Metro departments. Once the document is finalized, will continue to monitor service measures contained within.

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- **Objective D-3: Maintain and support Pre-Emergency Plan and Quick Access Plan Programs.**
 - Continued work to improve the way pre-emergency plans are posted in collaboration with Central Information Services Division staff.
- **Objective D-4: Maintain an Insurance Services Office (ISO) Class 3 rating while taking steps towards attaining a Class 2 rating.**
 - Continued process to update the fiscal year 2011 Standards of Response Coverage document for the Metro departments. Once the document is finalized, will continue to monitor service measures contained within.
 - Continued to explore technical solutions to address issues identified by ISO for Eugene and Springfield in Central Lane 9-1-1.
 - Lane Council of Governments (LCOG) staff are in the final stages of developing an ISO rating look-up program. Once this program is up and running, the link will be posted on the Metro departments' websites.
 - Received notification from ISO that Eugene Fire & EMS and Springfield Fire & Life Safety are in the queue to be re-evaluated as a Metro department starting in January of 2013.
 - Continued work on looking into the most appropriate location for truck companies to respond to emergencies as quickly as possible based on standards of coverage – the final report will show how changes to location will impact ISO both prior to becoming a merged organization, and after.
 - Continued work to maintain an ISO Class 3 rating while taking steps towards re-attaining a Class 2 rating.
 - Continued to develop improvement strategies in the areas of training and reserve apparatus.
 - Continued discussions on exploring areas of River Road that hold a Public Protection Class of 1.
- **Objective D-5: Monitor and maintain compliance with all applicable federal and state safety, fire service and hazardous materials response regulations, in addition to technical rescue requirements and regulations.**
 - Continued to report on compliance with the Department of Health & Human Services standards and measures.
 - During the reporting period, 107.43 Springfield workdays were lost due to injury.
 - Continued to report on compliance with DPSST certification criteria and ISO requirements.
 - Continued work with the International Association of Fire Chiefs (IAFC) and the International Association of Firefighters (IAFF) on the Wellness-Fitness Initiative (WFI) for Shift Operations personnel to reduce the risk of on-duty injuries and death.

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- Continued to monitor and maintain compliance with the American's with Disability Act (ADA).
 - Continued ongoing environmental scan to identify best industry practices, and evaluate Metro department programs against these practices.
 - Continued to update Metro SOPs to match industry standards.
 - Continued to keep up-to-date on current NFPA recommendations, and update practices and plans for the future.
- **Objective D-6: Maintain all required federal and state emergency medical service requirements.**
 - Scheduled the next retraining on the Health Insurance Portability and Accountability Act (HIPAA) for all personnel.
 - Continued to perform regular Centers for Medicare & Medicaid Services Clinical Laboratory Improvement Amendments (CLIA) Waivers. Current waiver kept on file at Springfield Fire & Life Safety.
 - Continued to review policies and procedures and to monitor department emergency medical service programs to ensure compliance with all federal and state requirements.
 - Continued to maintain compliance with all federal ambulance service regulations.
- **Objective D-7: Report on Fire Marshal's Office measurements.**
 - Lane Council of Governments (LCOG) staff are in the final stages of developing an ISO rating look-up program. Once this program is up and running, the link will be posted on the Metro departments' websites.
 - During the reporting period, Springfield Fire Marshal's Office staff spent 97 hours on fire prevention education, and Eugene Fire Marshal's Office staff spent 98 hours.
 - During the reporting period, 54 percent of occupancies with fire protection systems were in compliance or verified as maintained in Springfield.
 - During the reporting period, 44 percent of occupancies with fire protection systems were in compliance or verified as maintained in Eugene.
 - During the reporting period, 100 percent of Juvenile Firesetter referral service and/or intervention for youth requests were fulfilled in Springfield.
 - During the reporting period, 114 percent of noted violations were left unabated in Eugene.
 - During the reporting period, 72 percent of noted violations were left unabated in Springfield.
 - During the reporting period, plan review turnaround time was 4.3 business days in Springfield.
 - During the reporting period, plan review turnaround time was 2.27 average days past target set by the PIC in Eugene

GOAL E

Develop and Maintain Collaborative Strategic Partnerships

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- **Objective E-1: Continue work on the Eugene/Springfield Merger Initiative.**
 - Continued work on the Eugene/Springfield Merger Initiative and functional consolidation under the extended the Intergovernmental Agreement (IGA) between the cities of Eugene and Springfield that expires on June 30, 2012.
 - The revised IGA between the two City Manager's Offices allows managers in Eugene Fire & EMS and Springfield Fire & Life Safety to fully handle personnel actions in both departments.
 - Signed a Memorandum of Understanding between IAFF Local 1395, Local 851 and the Chief of Departments, permitting the unification of Eugene and Springfield Fire Marshal's Office into a single work unit. Current ongoing efforts at implementation of a single work plan that leverages the knowledge, skills and abilities of the combined workforce is underway, with the Deputy Fire Marshals developing and refining program areas on a Metro-wide basis.
 - Signed Memorandums of Understanding (MOUs) now include the following:
 - 3rd Battalion Agreement
 - Chief of Departments
 - Deputy Chief of Shift Operations
 - Deputy Chief of Special Operations
 - Deputy Chief, Fire Marshal
 - Deputy Chief of EMS and Community Relations
 - Administrative Services Manager (currently limited to Ambulance Billing oversight)
 - EMS Chief
 - EMS Officer
 - Training Chief
 - All Battalion Chiefs
 - All District Chiefs
 - Assistant Fire Marshal
 - The Deputy Chief of Shift Operations continued participation in work groups for establishing policies and procedures in the areas of Human Resources and Risk Services.
 - Convened the Joint EMS Committee five times during the reporting period.
 - Ran the first combined hiring/recruitment process for the Metro departments in collaboration with Human Resources personnel from both Eugene and Springfield.
 - Planning for the second Metro Fire Recruit Academy in progress.
 - Conducted weekly Senior Staff meetings.
 - Continued to develop and maintain Metro Standard Operating Procedures, as well as Metro-Lane Emergency Safety Operations procedures.
 - Continued to develop corresponding response from dispatch.
 - Continued to develop corresponding command assignments and training, and coordinate ongoing training activities.

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- **Objective E-2: Continue to develop a regional training model to obtain improved service efficiencies and effectiveness.**
 - Continued discussions with strategic partners (e.g., Department of Homeland Security, Eugene Public Works, Eugene Water & Electric Board) to work towards completion of the training prop area.
 - Continued work to combine field training methodologies that have been used in the past by the Metro departments to develop a program for future probationer training.
 - Ran the first combined hiring/recruitment process for the Metro departments in collaboration with Human Resources personnel from both Eugene and Springfield.
 - Continued to offer students from Lane Community College's EMT/Paramedic Program ride-alongs with crews assigned to the medic unit.
 - Continued to work with Chemeketa Community College to build components of a regional training model (e.g., EMT/Paramedic internships, getting underrepresented populations interested in emergency medical services and fire service careers).
 - Continued to invite all automatic and mutual aid responders to training classes.
 - Continued to conduct live burns with Lane County and statewide strategic partners.
 - Continued to collaborate with the Department of Homeland Security and the Oregon State Fire Marshal's Office (OSFM) to conduct regional and statewide Hazardous Materials and Urban Search and Rescue classes.
 - Participated with other Metro response partners in regional table-top exercises.
 - Sent personnel from Shift Operations and the Fire Marshal's Office to attend classes at the National Fire Academy.
 - Conducted seminars and workshops collaboratively with strategic partners, including the South Willamette Instructors Fire Training Association (SWIFTA).
 - Collaborating with neighboring jurisdictions on equipment and supplies procurement in progress.
 - Collaborated with neighboring jurisdictions on Metro and Countywide Standard Operating Procedures (SOPs).
 - Continued to house a DPSST representative with a fire, life safety and emergency medical services background at the ESC Campus to be available for instructing courses.
- **Objective E-3: Pursue funding opportunities to complete the training prop area (see Training Props Master Plan).**
 - Working in collaboration with Eugene Public Works personnel, made significant progress on connecting the Eugene Water & Electric Board (EWEB) vault to the tank farm. Once the project is complete, the vault and tunnel system will be used for underground confined space training purposes on the ESC Campus drill field.
 - Continued research on funding and props to complete the training prop area, including the collapse prop, loading dock prop and Hazardous Materials (Tank Farm) training portion of the ESC Campus drill field.
- **Objective E-4: Expand communication and relationship efforts with strategic partners.**

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- Participated in a controlled ecological burn with the City of Eugene's Natural Resources Team.
- Continued to maintain strong communication and working relationships with strategic partners.
- Continued to maintain a strong working relationship with Life Flight Network, as part of the efforts in working towards the larger vision of developing a regional fire, rescue and emergency medical services delivery system.
- Maintained active participation and continued to strengthen relationships with the Lane Fire Defense Board.
- Continued work with the Lane Fire Defense Board to develop and maintain County Standard Operating Procedures, and to further develop a comprehensive strategic plan for Lane County fire service radio and data operability, and interoperability.
- Continued to look for and pursue opportunities to strengthen relationships and partner with other Eugene and Springfield City Departments.
- Continued participation on the Lane County Local Emergency Planning Committee (LEPC).
- Continued participation on the Lane County Health & Human Services Health Advisory Committee.
- Held meetings with various local hospital stakeholder groups.
- Continued to maintained strong working relationships with the following organizations: Oregon Fire Chiefs Association (OFCA), State EMS Committee, State Oregon Wireless Interoperability Network (OWIN), EMT Certification and Discipline Committee, OSAA, OFMAA, OFCA, Central Lane EMS Board, Medical Control Board, JLMRC and various citywide boards and committees.
- Continued to work on increasing connections with local community groups.
- **Objective E-5: Work with educational institutions to develop fire and emergency medical services career paths and improve opportunities for professional development of incumbents.**
 - Continued to collaborate with the Oregon Pacific Chapter of Red Cross, to develop career paths for First Aid Service Team (FAST) members. FAST is a group of youth and adult volunteer professional rescuers who provide first aid and first response care at community events, teach safety programs to elementary school students, and organize community service projects.
 - Continued to offer students from Lane Community College's EMT/Paramedic Program ride-alongs with crews assigned to the medic unit.
 - Continued to develop a collaborative working relationship with key career search and recruitment personnel from the University of Oregon.
 - Worked with key personnel from the University of Oregon to share resources for National Incident Management Systems (NIMS) and Community Emergency Response Team (CERT) trainings, as well as planning for LEPC tabletop exercises, athletic events

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(including the 2012 U.S. Olympic Trials – Track and Field), and for triage and move of 300 patients.

- Continued efforts to develop a collaborative working relationship with key personnel from Chemeketa Community College.
- **Objective E-6: Address interoperability issues with all other emergency response agencies.**
 - Transitioning to a P25 narrowband fire dispatch with duplex (repeated) command frequencies radio system in progress. This project is approximately seven years in the making, and will be Federal Communications Commission (FCC) compliant until the next transition, which is scheduled for the year 2017.
 - Collaborated with the Federal Aviation Administration (FAA), U.S. Department of Homeland Security Transportation Security Administration (TSA), and Eugene Airport Administration personnel on an upgrade to the Mobile Aircraft Rescue and Fire Fighting (MARFF) unit.
 - Participated with the FAA, TSA, Eugene Airport Administration and other strategic partners in the Tri-Annual Airport Drill.
 - Continued to participate in the Eugene/Springfield Metro area Interoperability Task Force, and the Lane Preparedness Coalition.
- **Objective E-7: Collaborate with Eugene Police Department, Central Lane 9-1-1 to develop an effective dispatch system using Medical Priority Dispatch System (MPDS) Protocols.**
 - Continued to conduct a quality improvement review of type-specific calls.
 - Continued to perform an analytical review of specific calls that are of concern.
 - Continued work to identify other resources to expand transport options for dispatch (e.g., CAHOOTS, Dial-A-Nurse, etc.).

GOAL F

Provide Focused Successorship Training Throughout the Departments

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none"> Effective, Accountable, Municipal Government

- **Objective F-1: Support growth and development of all personnel.**
 - Conducted regular meetings with work group personnel.
 - Conducted bimonthly Metro Fire Leadership Team meetings, and provided all personnel with links to meeting summaries.
 - Conducted bimonthly Metro Fire Administration meetings.
 - Continued to ensure that work group personnel complete all required training classes.
 - Continued to review current Seniority Lists to identify potential upcoming retirees and develop a list of potential candidates to fill future vacancies.
 - Continued to enhance the Chief Officer Development Program (CODP), Company Officer Development Program (ODP), and Engineer Development Program (EDP) to better prepare candidates for advancement, with the goal of 100% of candidates being recommended for the testing process.
 - Continued to assign a mentor to each CODP, ODP and EDP candidate upon entering a development program.
 - In collaboration with South Willamette Instructors Fire Training Association (SWIFTA), continued work to develop a Regional Fire Officer curriculum that will provide all participants with the same level of training at the end of the course, which ties into developing a training program to better prepare Battalion Chiefs for Deputy Chief Acting-in-Capacity (AIC) opportunities.
 - Ongoing participation in the Springfield Organizational Leaders in Development (SOLID) is currently on hold due to budget constraints.
 - Continued to hold joint staff meetings between Springfield and Eugene Fire Marshal's Office staff, as part of the consolidation of the two workforces.
 - Continued to work towards a Metro CODP.
 - Continued to develop a training program to better prepare Battalion Chiefs for Deputy Chief Acting-in-Capacity (AIC) opportunities, and to expand opportunities for operations personnel to AIC in key suppression roles.
- **Objective F-2: Automate and maintain sworn personnel training records and annually evaluate status of qualifications and successor readiness.**
 - Continued to maintain sworn personnel training records, and evaluate status of qualifications and successor readiness.
 - Continued the process to select a new Records Management System (RMS) program to enhance or replace the current in-house scheduling program. The new RMS will provide real-time audit capabilities, making automating and maintaining training records much more efficient.
- **Objective F-3: Pursue funding opportunities to support training and career development programs.**
 - Worked with labor to develop a Metro Company Officer Development Program, with an anticipated implementation date sometime within the second quarter of fiscal year 2012.

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- Continued work towards offsetting costs of academies by using a regional training approach, hosting classes, and inviting outside agencies to participate and charging tuition.
- Continued research for grant funding in collaboration with organizations that work with youth (e.g., SWIFTA, Medford Fire, Fire Corp).
- Objective F-4: Construct and operate a Command Training Center (CTC).**
 - Working in collaboration with Public Works personnel, made significant progress on connecting the Eugene Water & Electric Board (EWEB) vault to the tank farm. Once the project is complete, the vault and tunnel system will be used for underground confined space training purposes on the ESC Campus drill field, which will eventually be part of the CTC.
 - Last fiscal year, notification was received that the U.S. House of Representatives passed the Consolidated Appropriations Act of 2010, which included a \$150,000 Federally-funded earmark for Eugene's Regional Command Training and Simulation Center (CTC) project that was part of the fiscal year 2010 United Front priority list. The Senate passed the bill, and President Obama signed the bill into law. During fiscal year 2011, the Metro departments submitted a business plan for the Regional CTC project, which has passed all reviews to date for the Federal earmark funding (with no matching fund requirement). Lane County's Sheriff, Eugene's Police Chief and Eugene/Springfield's Fire Chief jointly decided to evenly divide the total award of \$648,000 between all three agencies projects, to get the projects up and running to a level to be able to demonstrate to the Federal government that the money has been spent appropriately, and then ask for additional funding to complete all three projects. The Federal earmark funding (now set at \$216,000) is still in the process of being distributed, but is currently being held for further review before being released. Additionally, the conference room at Fire Station 1 has been identified as a location for the Regional CTC, because it can be easily reconfigured to meet the needs for a temporary CTC location. Work also continues to identify other funding sources, and to determine the necessary remaining components for the Regional CTC.
 - Continued work to identify strategic partners and funding sources to complete the CTC.
 - Updating organizational policies regarding this service area in progress.

GOAL G

Strengthen Internal Relationships by Enhancing Communication Within the Departments

Springfield Council Goals:	<ul style="list-style-type: none"> • Preserve Hometown Feel, Livability and Environmental Quality • Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> • Effective, Accountable, Municipal Government

- **Objective G-1: Maintain a priority on face-to-face meetings, while taking advantage of electronic means of communication (e.g., SharePoint, RMS, E-LOG, etc.).**
 - Conducted regular meetings with work group personnel.
 - Conducted regular meetings that included all section personnel.
 - Encouraged personnel to participate in Eugene's All City employee meetings.
 - Annual performance evaluations for all work group personnel continue, however some supervisors are slightly behind schedule.
 - The Chief of Departments held 1:1 promotional discussion meetings with personnel that received a promotion.
 - Continued the process to select a new Records Management System (RMS) program to enhance or replace the current in-house scheduling program.
 - Continued to provide Springfield Battalion Chiefs with access to E-LOG and CShare.
- **Objective G-2: Strengthen relationships between operations, fire prevention and administrative services personnel.**
 - Held bimonthly Metro Fire Leadership Team meetings, and provided all personnel with links to meeting summaries.
 - Conducted bimonthly Metro Fire Administration meetings.
 - Held a holiday potluck event between the Metro departments.
 - Provided opportunities for personnel to participate on special projects, and to participate in community events.
- **Objective G-3: Conduct regular meetings with Metro work groups.**
 - Implemented regular Administrative Services Division staff meetings with Senior Staff.
 - Began to develop a Metro events and meetings tracking calendar on CShare.
 - Held weekly Senior Staff meetings.
 - Held weekly Administrative Services Division section meetings.
 - Held weekly Fire Marshal's Office Division meetings, alternating between cities.
 - Held weekly EMS and Community Relations Division section meetings.
 - Held monthly Safety Committee meetings.
 - Held monthly Joint Labor/Management Relations Committee (JLMRC) meetings.
 - Held monthly Metro Command meetings.
 - Held bimonthly Metro Fire Leadership Team meetings.
- **Objective G-4: Provide all personnel with links to meeting notes.**
 - Provided all personnel with links to Metro Fire Leadership Team meeting summaries.
 - Posted Safety Committee meeting minutes on the shared server.

GOAL H

Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none"> Fair, Stable and Adequate Financial Resources

- **Objective H-1: Research, analyze, forecast and strategize for long-term financial stability of the Ambulance Transport Fund (ATF) while maintaining a system that meets industry standards.**
 - Reconvened the Ambulance Transport System (ATS) Joint Elected Officials (JEO) Task Force to address ambulance transport system funding issues at a policymaker level.
 - Adopted an ordinance to impose fire and emergency medical services response fees when fire or emergency medical services personnel respond to incidents involving out-of-area persons who are not members of the FireMed Ambulance Membership Program or a reciprocating FireMed program.
 - Performed monthly internal quality assurance audits on ambulance billing to ensure the departments are billing for the appropriate level of service being provided. Continued work to develop a report.
 - Reporting will continue to be difficult until Eugene Fire & EMS and Springfield Fire & Life Safety become one organization, and both use the same reporting systems.
 - A proposal for the Mobile Health Services (MHS) system has been submitted. The Metro departments are awaiting notification on funding.
 - Continued to monitor the impact of Rural Metro Ambulance.
 - Continued ongoing analysis of service delivery and costs.
 - Continued to seek additional funding opportunities to support ambulance transport service.
 - Continued to update organizational policies regarding this service area.
 - Continued to update the ATF forecast with new information as it becomes available.
- **Objective H-2: Pursue funding opportunities to support anticipated infrastructure, program area and equipment needs of the departments.**
 - With tax revenue shortfalls, moving the fifth Springfield fire station from the serial levy to more stable funding support will be delayed.
 - With both City of Eugene and Springfield organizations continuing to experience increased budget deficits, the probability of securing internal funding sources is highly unlikely.
 - Last fiscal year, notification was received that the U.S. House of Representatives passed the Consolidated Appropriations Act of 2010, which included a \$150,000 Federally-funded earmark for Eugene's Regional Command Training and Simulation Center (CTC) project that was part of the fiscal year 2010 United Front priority list. The Senate passed the bill, and President Obama signed the bill into law. During fiscal year 2011, the Metro departments submitted a business plan for the Regional CTC project, which has passed all reviews to date for the Federal earmark funding (with no matching fund requirement). Lane County's Sheriff, Eugene's Police Chief and Eugene/Springfield's Fire Chief jointly decided to evenly divide the total award of \$648,000 between all three agencies projects, to get the projects up and running to a level to be able to demonstrate to the Federal government that the money has been spent appropriately, and then ask for

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additional funding to complete all three projects. The Federal earmark funding (now set at \$216,000) is still in the process of being distributed, but is currently being held for further review before being released. Additionally, the conference room at Fire Station 1 has been identified as a location for the Regional CTC, because it can be easily reconfigured to meet the needs for a temporary CTC location. Work also continues to identify other funding sources, and to determine the necessary remaining components for the Regional CTC.

- Awarded \$800,000 in grant funding for self-contained breathing apparatus (SCBA) replacement – this is one-time grant funding for Eugene Fire & EMS that has been awarded for a specific purpose, and therefore, cannot be used for ongoing operational expenses.
 - Completed the Multi-Year Financial Plan.
- Objective H-3: Report on Fire Contracts measurements.**
 - During the reporting period, (\$1,500) in annual fire contracts value to Springfield General Fund was received.
 - For fiscal year 2011, \$1,563,247 in annual fire contracts value to Springfield General Fund was received.
 - For fiscal year 2012, \$1,626,118 in annual fire contracts value to Springfield General Fund is projected.
 - For fiscal year 2011, \$1.55 million in annual fire contracts value to Eugene General Fund was received. Fire contracts include charges to the following fire districts: Bailey/Spencer Creek, Eugene Rural #1, River Road, Willakenzie, and Zumwalt.
 - For fiscal year 2012, \$1.58 million in annual fire contracts value to Eugene General Fund is projected. Fire contracts include charges to the following fire districts: Bailey/Spencer Creek, Eugene Rural #1, River Road, Willakenzie, and Zumwalt.
- Objective H-4: Report on FireMed Membership Program measurements.**
 - During the reporting period, a FireMed net contribution of \$345,477 was made to the Springfield Ambulance Fund.
 - During the reporting period, \$9,515 in JobCare Revenue was received.
 - During the reporting period, there was a 28.81 percent in FireMed growth in market share of eligible households.
 - During the reporting period, the FireMed cost per membership sold was \$30.87.
 - During the reporting period, a Net Enterprise contribution of \$352,484 was made to the Springfield Ambulance Fund.
 - During the reporting period, there were 21 ambulance billing client jurisdictions.
 - During the reporting period, ambulance bills spent 46.35 days in Springfield accounts receivable.
 - During the reporting period, the ambulance net collection in Springfield was 70.30 percent.

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- During the reporting period, the ambulance net collection on non-Springfield billing customers was 67.60 percent.
- During the reporting period, 3.3836 percent of Springfield Fire & Life Safety General Fund dollars were offset by revenues (operating permits and fire contracts).
- During the reporting period, the value of Springfield Fire & Life Safety operating permits issued was \$141,170

